



CHALLENGES OF WOMEN ADMINISTRATORS FOR WORK-LIFE BALANCE

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ABSTRACT

The present study intended to spotlight the challenges facing women administrators for maintaining work-life balance in five administrative titles i.e. school administration, college administration, university administration, social administration and corporate administration in and around Tiruchirappalli District and the general details of the respondents. Descriptive design was used to provide the answer to the current research problem to describe the existing situation prevailing in the study area. Simple random sampling method was adopted and 100 women administrators were selected and distributed questionnaires and only 75 respondents' responses were found suitable for the present research. Diverse approaches involving face to face interaction, observation and questionnaire techniques were used. Thirty four items in four different categories such as Work- related challenges, Personal challenges, Social challenges and Physical challenges were used through self-prepared Questionnaire. As per the present study many problems such as community faith that women are best family administrators than social administrators, gender discrimination, poor family support for doing works and difficulty in managing work and family responsibilities were common to all women administrators. But some challenges are related to their age, marital status and experiences of the women administrators.

KEYWORDS: Challenges, Women Administrators, Work-life Balance.

Introduction

The meaning of Work-life balance is an individual's ability to meet their work and other life commitments. It includes both work and family environment. Balancing together becomes a very big challenge for working people specifically for women workers. It is a healthy merger of an employee's career and private responsibilities. It creates more flexibility, greater control on both work and family life; provides job satisfaction, extends safety and security measures and also compensates their work. Some common challenges are faced both by men and women in all the work nature. Men may take breather at their home, but all the time it may not for women in all work natures. Very few women workers are equally sharing their responsibilities with their male partners, but most of the women do still exist not living. One simple example of this is household activities like cooking, washing, cleaning, helping others to complete their task, caring children and aged, maintaining family apart from their office or outside works. Foremost important point is society dumps more and more responsibilities for women than men. Even today also this kind of dumping exists more in rural and unorganized sectors leads so many health problems, sometime gulp women's life. At last family and others realize their over drudgery towards women, but there is no use at all. Society with lot of live examples it could not transforms immediately, because the mind-set of the individuals influences more. Strategies to cope up with these challenges for maintaining work- life balance is overall change in the mind-sets of the society.

Administration Field

Administration work includes both internal and external administrations. Administrative works are related to the following fields like maintenance of records, finance, planning, budgeting, training, , supervision of human beings, communication, co-ordination, infrastructure, initiative roles, implementation, direction, physical distribution, logistics, billing, meeting arrangement, reports, documentary evidences, recruitment and selection, admission, overall maintenance, etc., administrators are titled as human resource administrator, office manager, assistant manager, supervisor, office administrator, secretary, executive secretary, executive manager, legal officer, corporate manager, country co-ordinator, chief administrator, principals, heads of the Institutions, directors from all fields, project manager, IAS, IPS, IFS officer, Chancellors, Political leaders, Departmental officers, all the administrators of ministries etc., including agriculture, entertainment, Education, health, women and child development, forest, resources, law, electricity, textile, production units, transportation etc., endless fields and endless titles are won by the administration field. Administrative role are the major work in any kind business venture. Without effective administrative structure and administrative personnel the entire efforts will be spoiled. Effective and efficient administrative structure and administrators are really the economic leaders of any nation. The present study focuses the administrators working in schools, colleges, universities, corporate and social field administrators from government, quasi government, and private sectors including self-employment ventures.

Women Administrators

Modern society gives more and more opportunity for women in administration. They are equalled talent with men and they have entered almost all the fields as men entered. The responsibility of women has to play dual role than men (Aycan et al. 2007). This is the place where much consideration is required. Women

administrators' confidence to reach or retain administration position required effective management and communication skills to converse through the administrative structure and demands of the designation. Worldwide more and more women administrators are coming up with full drive. But challenges facing by women administrators are also developing according to their organization and family structures.

Importance of the study

Work-life balance provides the way for engaging and retaining employees for a long term. Improper work-life balance will lead to tiredness, inefficiency, less interest, less participation and involvement, poor concentration, dissatisfaction, physical and mental stress, workers absenteeism, attrition and turnoff, poor health and family misunderstanding and the related issues among the working people in general and women in particular. It is needed here to apply this concept to all nature of jobs for both the gender. On one hand poor work-life balance causes serious negative impact to the employer by way of involving more cost on recruitment, selection, and training, loss of organizational knowledge, skill and intellectual capital. In contrary, if the company supports workers work-life balance, they may gain more benefits than before through higher level of workers retention, engagement, happiness, motivation, performance, productivity and participation and the like. Therefore balancing work-life is an important factor to concentrate for more profitable working environment. While observing gender, it is more imperative one for women employees at all levels. Accordingly, administration is a more complicated and pressure able field. Hence, it is essential to study the challenges faced by the women administrators for maintaining work-life balance.

Related Literature

Burley (1994) examined that family related work role strains are more commonly prevails among women employees, but men employees also experience stress ensuing from at variance roles and demands at their environment. Campbell and Kennard (1994) expressed their ideas that, there is an effect on the work commitment and job performance of family responsibilities of women. Foley & Powell, (1997) additionally addressed the business marriage partners to reveals their work-life balance. The causes of personal and social challenges are of mismatched between work and family life responsibilities. On this way, Bloom and Erlandson (2003), studies assure that appropriate training processes are important for refreshing the women administrators and make them to work more dynamically. Also they depicts emotional feeling of the women are reflected in their administration. Deery, 2008; Wang and Wallumbwa, (2007) noted that, there is a high rate of tiredness and job stress and finally resulting in high attrition.

According to the study of Gunavathy and Suganya (2007), married women employees of BPO companies found more than 2/3 of the defendants stated that they have experienced work-life imbalance particularly in personal life. The sources for work-life imbalance were categorized in to work related and personal factors it leads to stress, ill-health and poor performance in work. Most of the respondents experienced guiltiness for not sparing time with family members and also expressing of negative emotions on family members and co-workers. Root and Wooten, (2008), expressed that the fixed shift works causes lack of work and family balance among the workers. Some bosses recognize the human

resource aids of work-life balance programmes and have started to engage with the same (Xiao and O' Neill, 2010). According to the study made by White's (2011) exposed that the women's leaders and administrators are considered as humanitarian and emotional without using their individual power. Further it is strengthened by Becks (2004) and Al-Shaddi (2010) that, among the challenges of the women leadership in schools, abilities and nature of the women are causing more personal challenges.

Methodology

The present study used descriptive technique with different analytical methods which suit the research nature and its practicability to describe and analyze the respondent's responses on the challenges facing the women administrators in and around Tiruchirappalli District. As per 2011 census, Tiruchirappalli district had a population of 2,722,290 and the sex-ratio is 1,013 females for every 1,000 males. There are lakhs of administrative staffs are working in various government, private and quasi government organizations and in some are running their

own enterprises under self-employment notion. Among this large population, based on the simple random sampling method 100 women administrators were randomly selected and were distributed questionnaire and only 75 respondents' responses were found appropriate for the present research. Various other methods like e.mail communication, telephonic conversation, questionnaire techniques, face to face interaction and general observations are used for the present research. Thirty four items were used under four wide categories i.e. Work related challenges, Personal challenges, Social challenges and Physical challenges and five socio-economic variables were used to formulate the present research.

Statistical tools

The data were collected, coded, and analyzed with the help of SPSS software namely frequency, t test, One- way ANOVA and Cross-tabulation techniques were used to analyze the present data.

Result Analysis

Table 1 - Frequency Distribution of Independent Variables

Sl.No	Independent Variable	Frequency	%	Remarkable result
1	Age			It is found from the study that, most of the respondents i.e. 38 (50.7%) of the respondents out of the total sample were belongs to the age group of 36 to 50 years.
	Upto 35 years	20	26.7	
	36 to 50 years	38	50.7	
	Above 51 years	17	22.7	
2	Marital status			Most of the respondents i.e. 59 (78.7%) were married
	Married	59	78.7	
	Unmarried	16	21.3	
3	Job Title			According to the job title 32% were belong to the category of University administrators.
	School Administrators	15	20.0	
	College Administrators	21	28.0	
	University Administrators	24	32.0	
	Corporate Administrators	8	10.7	
	Social Administrators	7	9.3	
4	Qualification			Most of the respondents (65.3%) are PG Qualified and 92% of the respondents are PG and above degrees qualified.
	Up to UG	6	8.0	
	PG	49	65.3	
	M.Phil and Higher Degree	20	26.7	
5	Experience			As far as experience is concerned most of the respondents (64%) are having more than five years of experience in administrative field.
	Up to 5 Years	27	36.0	
	6 to 10 Years	35	46.7	
	11 and above	13	17.3	

Source: primary data collected by the researchers

Table - 2 Work -Related Challenges (WRC)

Sl.No	Variable code	Frequency	%	Variable details
1	WRC1 Very High	27	36.0	Troubles in controlling employees
2	WRC2 Very High	27	36.0	Some circular created arguments
3	WRC3 Very High	42	56.0	burdens and tasks assigned to the women administrators
4	WRC4 Very High	6	8.0	Poor Coordination and communication at administration levels
5	WRC5 Very High	26	34.7	Administrative restrictions that preventing creativity in performing the job tasks
6	WRC6 Very High	27	36.0	Frequency of change in the administrative policies
7	WRC7 Very High	4	5.3	Scarce key administrative staff for main works
8	WRC8 Very High	6	8.0	Centralized decisions in important administrative works
9	WRC9 Very High	28	37.3	Doubts in power distribution in Higher Management
10	WRC10 Very High	9	12.0	Meager level of women participation in administrative Planning
11	WRC11 Very High	7	9.3	Poor enthusiasm and Poor ability of the Higher administrative leaders
12	WRC12 Very High	30	40.0	Poor Understanding of Rules and regulations
13	WRC13 Very High	15	20.0	Existence of gender discrimination
14	WRC14 Very High	19	25.3	Attitude of the boss is supportive

Source: Primary data collected by the researchers

Frequency table 2 shows only the very high score in the work related variables. These variables are having its impact on each other. Troubles in controlling employees, circulars created arguments, more burden tasks assigned to the women administrators, administrative restrictions are preventing creativity, occurrence of change in the administrative works, doubts in the power distribution, poor understanding of rules and regulations are the work related challenges which are very high level challenges as facing by the women administrators in the working environment.

Table -3 Personal Challenges (PC)

Sl.no	Variable code	Frequency	%	Variables details
1	Pc1 High and Very High	43	57.0	Poor family support for doing works
2	PC2 High and Very High	23	30.7	More family responsibility leads poor concentration in work
3	PC3 High and Very High	25	33.3	complexity in balancing subordinate and organizational needs
4	PC4 High and Very High	55	73.3	Difficulty in balancing work and family responsibilities
5	PC5 High and Very High	42	56.0	Poor Stress management Skills among women administrators
6	PC6 High and Very High	37	49.3	Poor time management and Talent Management Skills
7	PC7 High and Very High	28	37.3	Higher management expects illegal relationship from women administrators
8	PC8 High and Very High	39	52.0	Women loneliness creates problems
9	PC9 High and Very High	18	24.0	Poor ability and skills of the women administrators
10	PC10 High and Very High	54	72.0	Suffer from health complications because of work environment

Source: Primary data collected by the researchers

It is found from the table-3 that, 57% of the respondents said PC1 challenge is high and very high. 30.7% in PC2, 33.3% PC3, 73.3% of PC4, 56% of PC5, 49.3 of PC6, 37.3 % of PC7, 52% of PC8, 24% of PC9 and 72% of PC10 challenges are expressed high and very high by the women administrators in the present study. The other challenges of social and physical are also faced in a significant percentage by the women administrators in the present study.

Table-4 Marital status and all categories of challenges

Group Statistics	Marital status	N	Mean	Std. Deviation	t value	Level of significant
Work related challenges	Married	59	48.5593	6.50536	2.664	0.01
	Unmarried	16	44.8125	4.49027		
Personal challenges	Married	59	31.2373	2.89076	2.353	0.05
	Unmarried	16	33.5000	3.54024		
Social challenges	Married	59	15.4407	1.93222	1.825	NS
	Unmarried	16	16.3750	1.78419		
Physical challenges	Married	59	18.2881	1.99180	0.788	NS
	Unmarried	16	18.6250	1.36015		

Source: Primary data collected by the researchers

The above t test shows that there is a significant difference between Married and Unmarried women in terms of Work related challenges and Personal challenges and there is no significant difference between Married and Unmarried women in terms of Social challenges and Physical challenges. In this context Married women were faced more challenges than unmarried women in terms of work related challenges and Unmarried women were faced more challenges than married women in terms of Personal challenges (significantly), Social challenges and Physical challenges (not significantly).

Table -5 Job titles and all categories of challenges

ANOVA						
Category of challenges	Source of variance	Sum of Squares	Degree of freedom	Mean Square	F value	Sig.
Work related challenges	Between Groups	643.699	4	160.925	4.919	0.01
	Within Groups	2289.981	70	32.714		
	Total	2933.680	74			
Personal challenges	Between Groups	280.559	4	70.140	10.754	0.01
	Within Groups	456.561	70	6.522		
	Total	737.120	74			
Social challenges	Between Groups	48.990	4	12.247	3.789	0.01
	Within Groups	226.290	70	3.233		
	Total	275.280	74			
Physical challenges	Between Groups	67.680	4	16.920	6.182	0.01
	Within Groups	191.600	70	2.737		
	Total	259.280	74			

Source: Primary data collected by the researchers

*Significant at $\alpha = 0.01$ level

Table -5 shows that there is a significant variance among job titles in terms of work related challenges at 0.01 level, personal challenges at 0.01 level, social challenges at 0.01 level and the physical challenges at 0.01 level. So, it is found that, significant of variance among the titles of the women respondents. The Post hoc tests were conducted and results revealed that the school administrators are having more work related challenges, colleges administrators facing more personal challenges and University administrators are facing more social challenges and physical challenges than others in the present study.

By using one way ANOVA among women respondents age group in terms of all challenges, it is found that there is a significant variance among age group in terms of Personal challenges at 0.05 level, social challenges at 0.01 level and physical challenges at 0.05 level. Post hoc test of this homogeneous subset reveals above 51 years were facing more work related and personal challenges, 36 to 50 years are facing more social and physical challenges than others in their subsets.

Again the application of one way ANOVA test reveals that there is a significant variance among respondents' qualifications in terms of personal challenges were significant at 0.01 level. The Post hoc Tests shows that UG qualified administrators are facing more work related challenges, PG qualified are facing more personal challenges, and M. Phil and higher degree women administrators are facing more social and physical challenges in the present study.

Another ANOVA tests divulges that there is a significant variances are existing in work related challenges at 0.01 level, personal challenges are 0.01 level, social challenges at 0.01 level and physical challenges are at 0.01 level among respondents' experience. The post hoc test in homogeneous subsets reveals that, upto 5 years of experienced women administrators are facing more work related challenges, 11 and above years are facing more personal, social and physical challenges in the present study.

Table No: 6 Cross tabulation for WRC10 * WRC13

WRC10	WRC13					Total
	Very Low	Low	Medium	High	Very High	
Medium	11	0	0	0	0	11
High	1	18	16	11	9	55
Very High	0	0	0	3	6	9
Total	12	18	16	14	15	75

Source: Primary data collected by the researchers

Cross-tabulation analysis reveals that under WRC10 and WRC13, 29 numbers of women administrators expressed high and very high category. It means existence of gender discrimination also having its impact in the meager level of women participation in administrative planning under work related variables.

Cross-tabulation analysis reveals that the under WRC10 vs WRC13, 29 numbers of women administrators expressed high and very high category. It means existence of gender discrimination also having its impact in the meager level of women participation in administrative planning under work related variables. There is no responses found under WRC14 vs WRC4 high and very high category, it shows poor co-ordination and communication does not have any relationship with attitude of the boss is supportive in the study area. As far as PC1 vs PC4 is concerned 31 numbers of respondents expressed high and very high category, in PC4 vs PC5 23 numbers of respondents expressed high and very high categories, mean to say that poor stress managements skills among the women administrators are facing difficulty in balancing work and family responsibilities. 33 number of respondent s responses are high and very high in PC8 vs SC2 i.e. women loneliness created problems and problems in dealing with male colleges, subordinates and head are related with each other in the present study.

Discussions

The present study divulges that there is a lack of work- life balance in terms of work- related, personal, social and physical challenges among women administrators (Root and Wooten, 2008). Majority of the respondents expressed their personal challenges (including marital status and family roles) causing poor work-life balance (Campbell and Kennard (1994), (Gunavathy and Suganya, 2007). Those who are having less experience they have more work related challenges and 11 and above years of experience are facing more personal, social and physical challenges. (Burely, 1994). The UG qualified administrators are facing more work related challenges, PG qualified are facing more personal challenges, and M. Phil and higher degree women administrators are facing more social and physical challenges in the present study (Bloom and Erlandson (2003). Regarding age group, above 51 years were facing more work related and personal challenges, 36 to 50 years are facing more social and physical challenges. In terms of job title, the school administrators are having more work related challenges, colleges administrators facing more personal challenges and university administrators are facing more social challenges and physical challenges.

Confines of the study

The Sample size is very small while comparing it with the population size. Generalizations of results in all the areas are not justifiable. Challenges of the women administrators are different from their situations and may not be included some of its kind in the present study and it could not be confined within this small category of description. Problem solving solutions and strategies were not considered in the present study.

Conclusion

Quality of work- life is most important component that the employers must concentrate more, which includes job satisfaction, employee feels valued, reward, motivation, consultation and empowerment, job security, career advancement, work pattern and work-life balance etc., of the workers. Ultimately the work-life balance is deciding the Quality of work life. Unfortunately such an important factor is never considered at all by some employers and employees. It creates a chain reaction in negative way in their whole life. The efforts taken by the employer under this head will definitely reduce the force of challenges facing by working people in all the sectors in general administrative field in particular. Under administration women are facing more number of challenges due to the social pressure. One way to reduce their problems is to understand the work-load of the women in all situations and second thing is to stay away from gender discrimination and the related issues facing by the women. Society must also change its attitude towards women that, women are not vulnerable but equally valuable. Recent flash news on violence against women was of poor safety and security measures in the working and outside environment. But it is not the only responsibility of government or employer, society as a whole must take this role of providing safety to the women workers. This study concentrates only women administrators in organized sector. Under this valid designation itself women are facing very many problems. Think about the less valid jobs and its problems in both organized and un-organized sectors. These kinds of challenges are not immediately rectified by the supportive system, it needs guaranteed safety and security, supportive family, appropriate child care facilities, suitable grievance redress methods, participation, technological support, enough transport facilities, supportive organizational structure and the like will surely provide strength to the women administrators to face their challenges confidently.

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